# Monitoring and Evaluation Plan
# Nottingham Ring Road
# Improvement Scheme

**May 2013**

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# 1. Scheme Background and Context

## 1.1 Description of the scheme

The scheme is a highway improvement project to upgrade Nottingham City's Ring Road through a package of measures aimed at directly addressing the key problems based upon the best use of the existing road network and minimising public expenditure.

The principles of the scheme were conceived in parallel with, and to complement, the Turning Point Major Scheme in the City Centre completed in 2006 and funded by the DfT as a Major Transport Scheme through the LTP. The City Centre Scheme objectives included reduction of through-traffic on the Inner Ring Road, providing improved public realm and priority for buses.

The Ring Road scheme has been developed to address the following identified problems:

- congestion, which reduces the attractiveness of the Ring Road route as an alternative to the City Centre and makes bus services unreliable;
- inadequate orbital to radial bus interchange opportunities;
- intimidating conditions for cyclists and pedestrians;
- community severance;
- catering for future planned housing and employment growth;
- pressure on parking supply at key employment sites; and
- local air quality and noise

The preferred scheme, at a cost of £16.175million, comprises the following key elements:-

- Junction and link improvements to provide overall capacity benefits for orbital movements. This will also provide the opportunity to improve radial bus service journey times and improve the MediLink route via NET at Wilkinson Street;
- Improved opportunities for interchange with radial bus services and with NET Line 1 and NET Phase 2. Building on the City Council's successful "Kangaroo" multi-operator and smart card ticketing will be key in reducing perceived and actual interchange;
- Improved pedestrian and cyclist environment including pedestrian crossings, upgraded levels of street lighting and more stringent enforcement of indiscriminate parking on footways and cycleways.

**Components of Scheme Improvements**

**Junction Remodelling**

*Wollaton Road (Crown Island):* providing additional circulating lanes, to increase the throughput of orbital traffic and eliminate existing blocking that occurs where queuing radial traffic blocks the progression of Ring Road traffic.

*Aspley Lane:* to replace the roundabout with a traffic signal controlled junction incorporating pedestrian phases. This will provide significant benefits and greatly enhance the ability for pedestrians and cyclists to cross all four arms; of particular importance given the close proximity of Bluecoat School.

*Hucknall Road:* introducing additional capacity at this junction by increasing the number of Ring Road entry lanes and the number of circulating lanes on the roundabout to improve Ring Road throughput, and to provide a high standard of pedestrian crossing facilities across all four arms.

**Minor Junction Improvements**

*Beechdale Road:* the existing localised widening to three clockwise (northbound) lanes will be extended to form part of the larger scale widening of the clockwise carriageway between Crown Island and A610 Nuthall Road.

*Nuthall Road:* minor lane reallocation, providing left turn availability from the two nearside lanes; the second lane would change from “ahead only” to “ahead and left.”

*Wilkinson Street:* redesign of existing signalled junction to incorporate a pedestrian crossing over the Ring Road.

**Link Capacity Improvements**

To introduce additional traffic lanes on links at a limited number of key locations. The additional lanes will generally be provided by strip widening within the wide sections of central reservation:-

*Anti-clockwise:* Between Crown Island and QMC (A52T) roundabout widened from two to three lanes.

*Clockwise:* Between Crown Island and A610 Nuthall Road widened from two to three lanes, including through the junctions with Beechdale Road and Aspley Lane.

**Improved Passenger Waiting Facilities and Virtual Interchanges**

A package of “virtual interchange” upgrades to make interchange between orbital and radial services attractive or simple to achieve.

**Improved facilities for Pedestrians and Cyclists**

*Side Road Entry Treatments:* introduction of side-road entry treatments by raising the carriageway onto a platform to provide a level running surface. Opportunities to be explored to introduce priority in favour of pedestrians and cyclists.

*Pedestrian Crossings:* to upgrade pedestrian and cycle crossings along the Ring Road; improving amenity and safety and to reduce community severance. This will be achieved by:-

- significant improvements at remodelled/redesigned junction locations, and at some locations new facilities will be provided;
- upgraded facilities at locations between junctions where link capacity measures will be introduced

**SPECS Cameras**

Relocation of SPECS camera poles between junction where link capacity measures will be introduced and provision of additional cameras for extra coverage. Options to upgrade to a wireless system are currently being investigated.

Appendix A provides the geographical location of the Ring Road and a summary of the highway improvements listed above.

## 1.2 Costs

A summary of the main costs are detailed in the table below.

| | Cost |
|---|---|
| Junction Improvement Construction Costs | £ 5,575,000 |
| Carriageway Widening Construction Costs | £ 1,820,000 |
| Side Road Entry Treatments | £ 970,000 |
| Street Lighting | £ 529,000 |
| One-off Costs | £ 3,242,000 |
| Preparation and Delivery Costs | £ 2,073,120 |
| QRA Risk Allowance | £ 681,000 |
| Inflation Uplift | £ 1,285,000 |
| Total | £16,175,120 |

## 1.3 Delivery Timeframe

A full breakdown of the delivery timeframe is appended as Appendix B

## 1.4 Explanation of the wider delivery context

The Ring Road is the principal strategic orbital route bypassing the city centre for both traffic and public transport services linking a number of significant employers including Boots, two major hospitals (Queen's Medical Centre and City Hospital) and two University of Nottingham campuses (University of Nottingham main campus and Jubilee Campus) which generate significant levels of access traffic demand.

The road, which carries up to 80,000 vehicles per day, provides an important strategic route for through traffic, intersecting with M1 motorway link roads of the A453, A52(T), and A610 to the west, with links to the east and northeast via the A52(T) and A46/A1; most other orbital routes are unsuitable for large traffic volumes, particularly heavy goods vehicles.

The Ring Road, which is used as an emergency diversion route for the M1, also provides frontage access to a mix of residential, commercial and industrial properties and is a busy route for pedestrians and cyclists particularly between the two University of Nottingham campuses.

Through consultation with groups representing local businesses, public transport and freight operators, residents and cyclists a range of issues and problems have been identified. The most significant problem which was consistently identified is congestion, which affects all road users, reducing the attractiveness of the route as a bypass to the city centre and making the bus services unreliable and uncompetitive.

Other key problems, which the scheme seeks to address, include inadequate interchange opportunities between orbital and radial bus services, an intimidating environment for pedestrians and cyclists, community severance and pressure on parking provision at major employment sites.

The preferred scheme has been developed over a number of years and is based on technical analysis of problems and identification of potential solutions. Key stakeholders including the Nottingham University Hospitals Trust, local bus operators, the Highways Agency, the University of Nottingham and Boots have been engaged at an early stage to explore the options available and assess their relative performance in addressing the identified problems.

# 2. Scheme objectives and outcomes

## 2.1 Scheme objectives and outcomes

The Nottingham Ring Road scheme has three primary objectives which were set out in the Best and Final Funding Bid submitted to the Department of Transport in September 2011:

1. Improve orbital bus journey times, reliability and interchange and, where possible, assist radial bus services that cross the Ring Road.
2. Optimise and improve the network for other road users to increase its attraction as a cross-city route.
3. Improve pedestrian and cyclist amenity and safety.

The Scheme will deliver a package of improvements aimed at directly addressing the identified problems to bring benefits to the local population, businesses, users and the wider economy.

## 2.2 Logic Map

Refer to Appendix C.

## 2.3 Value for Money

Assessment of value for money will be undertaken utilising the outcome information in the form of journey time between the QMC and Mansfield Road

to inform an economic appraisal spreadsheet framed around the scheme appraisal undertaken for the BAFB submission. Key elements will be:-

- Capital Costs – outcome from procurement of the scheme
- Operating Costs – outcome from the maintenance of the scheme
- User Benefits – derived from data collection

The economic appraisal spreadsheet will employ cost benefit analysis in accordance with DfT appraisal guidance. The analysis will compare the outcomes with the BAFB assumptions to determine where the outcomes differ from expectations and the resultant impact on the value for money of the scheme.

# 3. Evaluation objectives and research questions

## 3.1 Scope of the evaluation

Not Applicable

## 3.2 Research questions

Not Applicable

# 4. Evaluation Approach

## 4.1 Outline the evaluation approach

The Nottingham Ring Road scheme has been selected to report on a standard set of monitoring and evaluation measures as outlined in the Department for Transport's guidance document, Monitoring and Evaluation Framework for Local Authority Major Schemes, published in September 2012.

The LTP sets out the current comprehensive approach to monitoring, covering the following areas of relevance to the Ring Road Major Scheme:

- orbital and radial traffic flow and congestion (journey times), based on a comprehensive programme of long term and ad-hoc surveys;
- modal share, based on an annual cordon survey around the city centre;
- road safety statistics;
- air quality surveys, with a mobile station and a total of 11 roadside pollution monitors and;
- inventory of facilities aiding the mobility of disabled people; and
- noise modelling

It is intended that the above will provide most, if not all, of the data required for monitoring and evaluation of the Ring Road Major Scheme.

Through scheme development, the overall programme for monitoring and evaluation and the attendant need for additional surveys to be undertaken has been identified. Data requirements and collection methods to be applied are detailed in **Sections 5 and 6.**

For local accountability purposes, the Plan will also undertake enhanced monitoring in addition to the standard measures. The measures that fall into this category are:-

- Noise
- Local Air Quality
- Accidents

The Monitoring and Evaluation Framework for Local Authority Major Schemes (September 2012), advises that post scheme evaluation is required at least one year (but less than two) after opening. The Ring Road project plan includes provisions for a five year after opening post scheme evaluation for discussion with the DfT prior to final approval of the plan.

The general approach to evaluation consists of three key stages:-

- Stage 1 – Pre-Scheme Baseline data collection and reporting; to include pre-construction activities required to establish a comprehensive baseline;
- Stage 2 – One Year After opening data collection, analysis and reporting; a study of scheme delivery, outcomes and short term impacts on the transport network;
- Stage 3 – Five Years After opening data collection, analysis and final report; a comprehensive study to re-assess the scheme impacts as reported in the One Year After report with greater emphasis on the longer term impacts

# 5. Data Requirements

## 5.1 Data requirements

The required measures for all schemes as specified by the DfT's Monitoring and Evaluation Framework guidance is presented in **Table 1** below.

**Table 1: Nottingham Ring Road scheme data requirements**

| *Measures* | *Data to be used* | *Rationale for inclusion* | *Data collection methods* | *Frequency of data collection* |
|---|---|---|---|---|
| Scheme Build | Work programme and project plan<br>Stakeholder Management plan<br>Risk Register and management plan<br>Benefits | Accountability/ Knowledge | Regular progress meetings & progress reports<br>Risk Register review<br>Minutes of meetings | During delivery |

| *Measures* | *Data to be used* | *Rationale for inclusion* | *Data collection methods* | *Frequency of data collection* |
|---|---|---|---|---|
| | Realisation plan | | | |
| Delivered Scheme | Description of scheme outputs as per BAFB/FA<br>Change control log<br>Work programme and project plan | Accountability | Change control project measures:<br>Regular progress meetings & progress reports<br>Risk Register review<br>Minutes of meetings | During delivery/post opening |
| Outturn Costs | Forecast costs compared to outturn investment cost to produce actual PVC and an observed BCR | Accountability | Change control project measures.<br>Monthly financial monitoring reports & forecasts | During delivery/post opening |
| Scheme Objectives | Bus and other vehicle journey times.<br>Bus punctuality statistics.<br>Employer travel plan data.<br>City Centre traffic flow data<br>Benefits Realisation plan | Accountability | GPS journey time data from Trafficmaster and locally conducted surveys.<br>Bus punctuality surveys.<br>For more details see Section 6. | Before construction, 1 and 5 years post opening |
| Impact of Scheme on Travel Demand | Traffic, cycle and pedestrian flows. Bus passenger numbers. Bus operator ticket sales.<br>Bus | Accountability/ Knowledge | Screenline, cordon and link traffic counts. Bus occupancy counts.<br>Bus operator patronage | Before construction, 1 and 5 years post opening. (1 and 5 years post opening for satisfaction |

| *Measures* | *Data to be used* | *Rationale for inclusion* | *Data collection methods* | *Frequency of data collection* |
|---|---|---|---|---|
| | passenger, cyclist and pedestrian satisfaction and perception data. Employer travel plan data. | | counts. Bus passenger, cyclist and pedestrian user surveys. Employer travel plan surveys. For more details see Section 6. | and perception surveys). |
| Travel times and Reliability of travel times | Bus and other vehicle journey times.<br>Bus punctuality statistics.<br>Cycle and pedestrian crossing data. | Accountability/ Knowledge | GPS journey time data from Trafficmaster and locally conducted surveys.<br>Bus punctuality surveys.<br>Cycle and pedestrian journey time surveys. For more details see Section 6. | Before construction, 1 and 5 years post opening |
| Impacts on the Economy (reduced congestion) | Bus and other vehicle journey times | Accountability/ Knowledge | GPS journey time data from Trafficmaster and locally conducted surveys. For more details see Section 6. | Before construction, 1 and 5 years post opening |
| Carbon | Outturn traffic flows and bus and vehicle journey times | Accountability/ Knowledge | Screenline, cordon and link traffic counts.<br>GPS journey time data from Trafficmaster | Before construction, 1 and 5 years post opening |

| *Measures* | *Data to be used* | *Rationale for inclusion* | *Data collection methods* | *Frequency of data collection* |
|---|---|---|---|---|
| | | | and locally conducted surveys. For more details see Section 6. | |
| Noise | Noise monitoring data | Accountability/ Knowledge | DMRB Assessment For more details see Section 6. | Before construction, 1 and 5 years post opening |
| Local Air Quality | Outturn traffic flows and bus and vehicle journey times compared with forecasts. Localised air quality measurements | Accountability/ Knowledge | Continuous and diffusion tube monitoring site data. For more details see Section 6. | Before construction, 1 and 5 years post opening |
| Accidents | Accident data | Accountability/ Knowledge | Key ACCIDENT accident analysis system | Before construction, 1 and 5 years post opening |
| Value for Money | Outturn traffic flows and bus and vehicle journey times Cycle and pedestrian crossing data | Accountability | Screenline, cordon and link traffic counts. GPS journey time data from Trafficmaster and locally conducted surveys. Cycle and pedestrian journey time surveys For more details see Section 6. | Before construction, 1 and 5 years post opening |

# 6. Data collection methods

## 6.1 Assumptions

### Journey times

Modelling results indicate that bus (principally service L53) and other vehicle journey times on the Ring Road will reduce in the peak periods. Journey times for radial bus services and other vehicles which cross the Ring Road will show some improvements and other small disbenefits. Journey times will be more reliable for both bus passengers and other drivers.

### Traffic, cycle and pedestrian flows

Modelling outputs for the scheme also demonstrate that traffic flows on the improved Ring Road will increase, whilst flows on competing radial routes within the Ring Road and through the City Centre will reduce. Where new or upgraded cycle and pedestrian facilities are to be provided, counts will be carried out to assess any changes in flows and journey times due to amenity and safety improvements and impacts on community severance.

### Noise

Noise is dependent on the volume of traffic, the mix of the vehicle fleet and the way that the network is used. Data on these variables will be collected and used to inform conclusions about the outcomes of the scheme.

### Local Air Quality

Nottingham City Council undertakes continuous monitoring at a number of locations in its area. It also participates in the UK NO2 diffusion tube network and has diffusion tubes sited at a number of locations along the Ring Road route that will be used to capture before and after air quality measurements to compare with forecasts made.

### Accidents

To calculate the impact of the scheme on road safety, KeyACCIDENT accident data will be obtained for the five years prior to the start of scheme construction, one year post opening and five years after, applicable to traffic accidents along the Ring Road and all junctions on the route including the start and end points (A52 roundabout and the junction with the A60).

The five years of pre-scheme data will be used to provide a baseline to compare post-scheme accident rates. The one year after report will provide some indication of road safety impacts, however, the true representation of the scheme impacts will follow in the five year after evaluation that will include the ‘settling down’ period.

## 6.2 Spatial coverage of data collection

Surveys will be carried out before scheme construction (Spring 2013), one year after scheme completion (Spring 2016) and five years after scheme completion (Spring 2020) unless reported otherwise.

**Journey times**
Peak and off peak period bus and other vehicle journey times will be monitored, over a 4 week period, on the Ring Road and on the main radial routes crossing the Ring Road using existing Trafficmaster GPS data, provided by the DfT for LTP congestion monitoring purposes, and other locally collected bus operator data. This data will also be used to assess the variability of travel times and, thus, provide a measure of journey time reliability. Where new and upgraded cycle and pedestrian crossing facilities are to be provided, crossing times will also be monitored in conjunction with the flow surveys outlined below.

The above data will also be supplemented by existing morning and evening peak period bus punctuality data on the Ring Road and main radial routes, collected, on a weekday, in Spring and Autumn for LTP indicator monitoring purposes.

Bus passenger numbers will also be monitored, on 2 weekdays in the peak and off peak periods, on the Ring Road and at the Ring Road screenlines (see below), including intra-hospital site trips, and, together with bus operator ticket sales data for the same periods, will be used to identify any changes in bus patronage resulting from improved journey times, reliability and interchange opportunities.

**Traffic, cycle and pedestrian flows**
Traffic flows will be monitored, for a continuous 4 week period, on the Ring Road, at screenlines on the main radial routes, inside and outside the Ring Road, and at a City Centre cordon. The screenlines and monitoring points are shown in Appendix D.

Counts of pedestrians and cyclists will be carried out, on 2 weekdays in the peak and off peak periods, where new or upgraded facilities are to be provided, to assess any changes in flows due to amenity and safety improvements and impacts on community severance. Count locations are shown in Appendix E.

The above data will also be supplemented by existing morning peak period (7am to 10am) inbound mode share and flow data at the Nottingham Inner Traffic Area cordon (see Appendix F), collected annually in the Spring and Autumn, for Local Transport Plan (LTP) indicator monitoring purposes.

In addition, a programme of user surveys (bus passengers, cyclists, pedestrians) will be developed to assess levels of satisfaction and perceptions of improvements to travel times, interchange between orbital and radial bus services, amenity, safety and community severance. These will be carried out one year after scheme completion (Spring 2016) and five years after scheme completion (Spring 2020). A pre-scheme consultation identified the perceived problems/issues on the Ring Road and these are summarised in Appendix G.

Outputs from existing and new employer travel plan surveys will be used to assess changes in employee mode of travel and parking supply at key employment sites around the Ring Road.

**Noise**

Noise surveys will be carried out prior to construction to create a baseline for the Part 1 Claims process. Post-scheme surveys will be arranged one year and five years after scheme completion to quantify any actual changes in noise. A plan of noise monitoring positions for the before and after surveys is attached as Appendix H.

**Air Quality**

A map of the locations of the continuous and diffusion tube monitoring sites is attached as Appendix I.

# 7. Resourcing and governance

## 7.1 Monitoring and evaluation budgets

Nottingham City Council will be responsible for the management and activities of the monitoring and evaluation work. Using the evaluation approach outlined, a budget estimate of £76,000 has been identified to undertake the monitoring and evaluation required. This is based on the pre and post scheme surveys costs, data analysis and report preparation/submission. A breakdown of the budget estimate is detailed below:-

| Stage | Task | Costs |
|---|---|---|
| Pre-construction–data collection | Pre Scheme monitoring + data collection | £19,700 |
| Reporting | Report submission to DfT | £2,000 |
| Year 1 post opening–data collection | Post scheme monitoring | £19,700 |
| Analysis | Evaluation against scheme objectives / pre-construction data | £3,500 |
| Reporting | Report submission to DfT | £2,500 |
| Year 5 post opening-data collection | Post scheme monitoring | £22,000 |
| Analysis | Evaluation against scheme objectives | £3,600 |
| Reporting | Final report submission to DfT | £3,000 |
| | **Total** | **£76,000** |

## 7.2 Governance structure for delivery of monitoring and evaluation plan

A two-tier management structure approach has been adopted for the project in accordance with the City Council's Corporate Project and Programme Management Frameworks and the governance arrangement model used for other successfully delivered capital highway improvement schemes including Turning Point and Connecting Eastside.

A Project Board comprising of senior officers and elected members at portfolio holder level meet monthly. The Project Executive is the Senior Responsible Owner with overall responsibility for ensuring the scheme meets its objectives and delivers the projected benefits. The primary responsibilities of the Project Board will be overall direction, management and assurances including Quality, Business, User and Supplier.

The Project Delivery Team consists of specialist skilled staff and specialist consultants providing advice on transport, design, engineering and operational issues in relation to the scheme proposals. The role of the team is to deliver the scheme in line with instructions provided by the Project Manager. The team consists of a number of work-stream managers who are responsible for delivering work packages from highway design to construction (under the ECI approach). The Project Manager is responsible for identifying packages of work and agreeing with the Project Board Finance Representative the appropriate budget for each work package.

Monitoring and Evaluation will be managed by the Project Manager, supported by Nottingham City Council's Highway Metrics, responsible for LTP and other transport monitoring activities.

## 7.3 Responsible personnel

The overall Benefits Realisation Plan and associated Monitoring and Evaluation Plan is owned by the Senior Responsible Owner for the Ring Road Scheme and is responsibility to ensure appropriate resources are assigned and appropriately allocated for the purpose of scheme evaluation.

The Project Manager has overall responsibility for scheme evaluation delivery, on time and within the agreed budget. The evaluation work will be provided by the scheme delivery team and the City Council's Highways Metrics team to deliver the workstreams of the plan; submitting project management information (progress reports, meeting notes), arrange and undertake surveys and provision of associated data.

Technical evaluation work will be undertaken by external specialist consultants working with the Scheme Appraisal Champion to utilise and interpret the evaluation results.

## 7.4 Procedures for risk management

Scheme benefits and impacts will be managed through the Risk Management Plan approach used for project delivery. The management of risk for all major capital highway schemes including the Ring Road Improvement scheme is based upon Nottingham City Council's Corporate Risk Management Framework and the Local Transport Plan Project Execution Plan.

The Risk Register is a live document produced by the Project Manager which captures all risks to the project, analyses their impact and identifies mitigation strategies and owners of those risks. The document is updated regularly.

The Project Manager coordinates appropriate inputs to review the risk register on an on-going monthly basis and the register is reviewed by the Project Board on a quarterly basis. At these reviews the existing risks are assessed for any potential changes in impact, probability or control measures and any new risks are identified. The risk register is updated accordingly and the changes that are made are documented. When a risk is no longer considered a threat it is closed on the risk register.

If monitoring indicates that a risk response is not reducing the threat of the risk or forecasts show that the risk is increasing and looks set to exceed the agreed tolerance levels an Exception Report to the Project Board will be generated by the Project Manager providing options for the way forward and seeking a decision.

### 7.5 Quality assurance

A Quality Plan has been developed that will apply quality standards to the scheme. In general, quality standards will be set out to ensure that the project delivers value for money. They will be determined as appropriate to the relevant stage of project development and delivery.

Detailed quality acceptance criteria is set out in the Quality Plan for the scheme. The responsibility for maintaining this is the Project Board and the Project Manager. The criteria includes:-

- Project management and reporting
- Design
- Construction
- Maintenance

The overall responsibility for the quality of the project rests with the Senior Responsible Owner. The Project Manager is responsible for implementing relevant processes and procedures; the setting of acceptability criteria and the delivery of the quality on the project.

Quality audits will be undertaken in accordance with the quality requirements of the project. A quality compliance report will be presented to the Senior Responsible Owner for onward reporting to the Project Board. The quality compliance report notes any non-compliance by exception with the appropriate actions recommended to be taken to ensure compliance is achieved at the earliest opportunity. The Project Manager ensures that any non-compliance and associated actions are communicated to the Project Review and Scheme Delivery Teams in a timely manner that actions are implemented efficiently and effectively.

## 8. Delivery plan

### 8.1 Project plan

A project delivery plan has been developed, setting out the main project stages and timescale forecasts for each stage. The plan includes each key stage of the project with milestones and an identifiable critical path. The plan

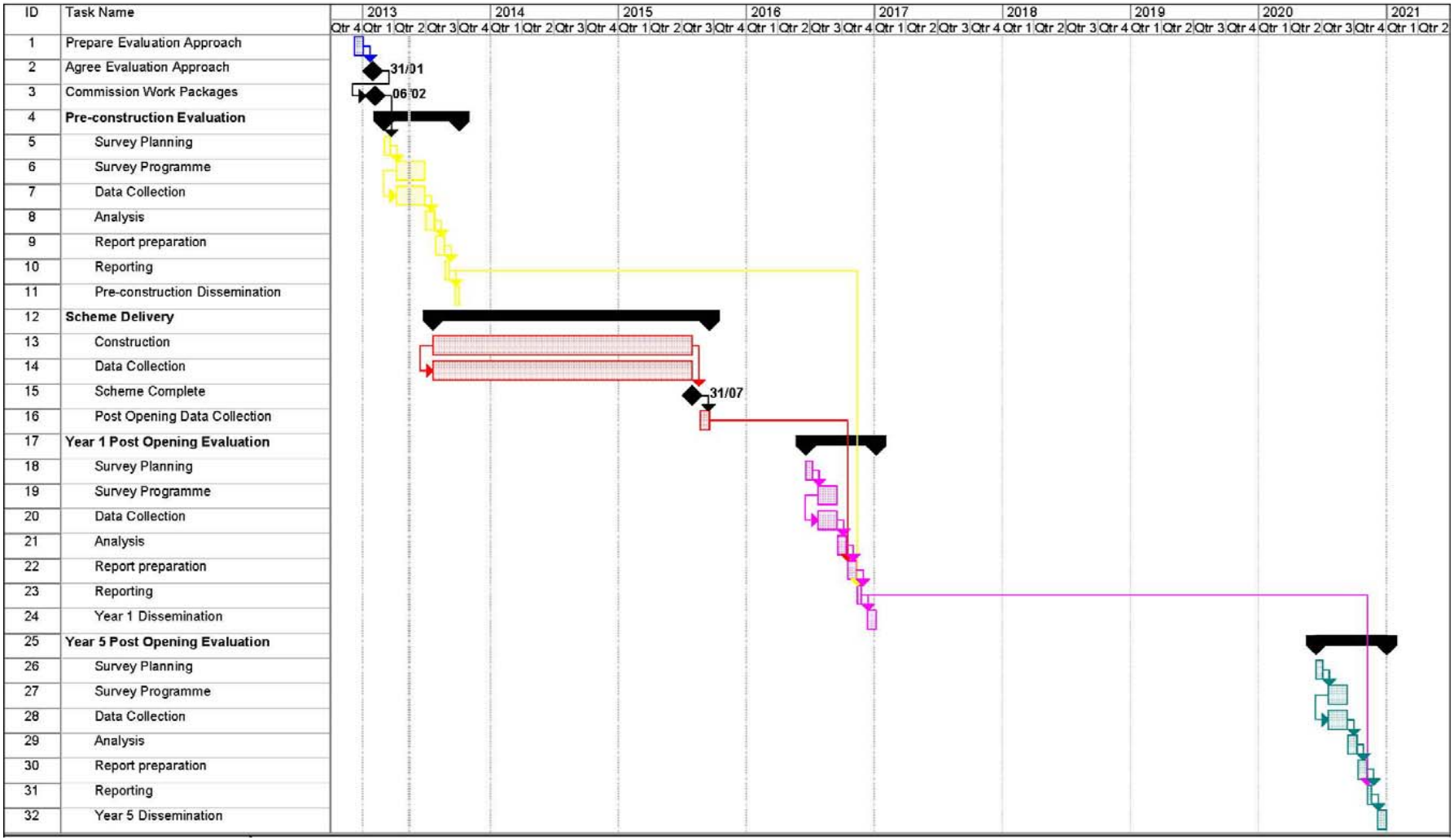
will be reviewed, assessed against actual progress and updated on a regular basis and considered at Project Board meetings. Work programmes or stage plans will be prepared for each project stage and monitored to inform the main project delivery plan.

The Project Plan and Work Programmes will be measured against actual delivery at key milestones and used to inform the One year After report. A full breakdown of the construction delivery plan is referred to in **Section 1.3**.

## 8.2 Timeframe for data collection

A summary of the data collection and reporting programme with outline costs is set out in Table 2

Table 2: Data Collection and Reporting Programme



## 8.3 Progress reporting back to department

Pre and post monitoring reports will be submitted to the Senior Responsible Owner for agreement at Project Board. Following Project Board approval, reports will be submitted to the DfT.

## 8.4 Monitoring and evaluation findings

The evaluation reports will monitor the extent to which the forecast benefits are being delivered by the scheme and produce outturn results that can be compared with the appraisal forecasts. They will provide:-

- A quantitative and qualitative analysis of scheme impacts consistent with the scheme specific objectives, LTP objects and national objectives
- Identification and description of discrepancies between forecast and outturn impacts
- Explanations or reasons for differences between forecast and outturn impacts
- Identification of key issues relating to appraisal methods to assist in ongoing improvement of appraisal techniques and processes associated with the implementation of major transport schemes.

# 9. Dissemination plan

## 9.1 Communication to key stakeholders

Community and stakeholder communications is an essential component for the successful delivery of the scheme with challenging timescales and delivery of other major capital highway schemes commencing in 2013.

A Communication Strategy has been produced to support scheme development and delivery building on engagement with the public and stakeholders since 2003. The Strategy consists of a Communications Plan and Stakeholder Management Plan identifying appropriate communications channels to be utilised to ensure all relevant stakeholders are kept informed throughout the scheme. Interested parties include statutory bodies; internal audiences; County/District/Borough Councils; other local consultees and local businesses and community stakeholders.

The communications strategy aims to:-

- Clarify roles and responsibilities of the project team, in terms of communications
- Review Stakeholders with a likely interest in the scheme
- Establish communications tools, key messages and a communications plan for interested parties, stakeholders and the general public
- Outline potential issues the project team needs to manage
- Identify a range of two-way communications channels to enable early engagement and timely intervention, aimed at resolving issues raised by communicates and stakeholders proactively
- Facilitate a positive reputational outcome for the scheme, Nottingham City Council and the City's transport system

The scheme's Communication Officer will undertake a key role in driving the communications strategy forward, ensuring information is targeted to increase awareness of the scheme, its impacts and benefits. The role will support monitoring and evaluation and associated activity utilising methods of communication detailed in the Communications Plan to disseminate scheme progress to key stakeholders including information outlined for the evaluation.

## 9.2 Lessons disseminated

The Lessons Learned Log is a repository of lessons learned during the project that can be disseminated for the benefit of other projects. The log is formally published in the Lessons Learned Report at the close of the project.

The log covers management processes, tools and techniques and assesses what worked well, what did not and what should be avoided. Producing this information will help the organisation to make savings on future project costs, time and resources.

This approach has provided assistance with identifying effective, efficient and targeted data collection methods to assess the impacts and outcomes of the Ring Road Improvement Scheme.

The post opening evaluations will report on lessons learnt in line with the above approach; particular focus will be on how tasks, processes, workstreams can be better applied on future major scheme projects.